

# **CHANGE PROPOSAL:**

## **Student Success**

UNIVERSITY OF MELBOURNE

*STUDENT SUCCESS*

Date: October 26, 2016

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# Change Proposal: Student Success

UNIVERSITY OF MELBOURNE  
STUDENT SUCCESS DIRECTORATE

## 1 INTRODUCTION

This proposed change plan focuses existing resources on two sets of outcomes for students (global leadership and employability; student involvement and academic success) and the establishment of a set of milestone events around which to coalesce the work with external partners, academic divisions and students themselves. The proposed change realigns the teams to:

- Enable the development of a much broader set of place based learning experiences for all types of students, through partnership with community, industry, international partners, alumni, and the University of Melbourne itself to develop opportunities, leveraging resources and networks
- Focus advising on
  - o student development to maximize their subject, course and on campus success and
  - o student experience outside of their course to build skilful practice and knowledge of the world of work outside of university
- Enable collaboration across functional areas in the development and delivery of face to face, group, online and external resources
- Leverage leadership development opportunities to offer entry level services to a greater population of students
- To enable the engagement of all types of students in experiential and developmental learning.

### 1.1 Scope

This Change Proposal impacts the whole Directorate of Student Success excluding; Murrup Barak and the role of Manager Program Development. In addition this Change Proposal includes two roles from the Student Service Delivery portfolio; the Student @Work Coordinator and the Student @Work Program Officer.

### 1.2 Context

- For the University to be able to offer signature experiential learning (Melbourne Offer) at scale (e.g. Growing Esteem learning abroad target), new ways to leverage partnership and multiplier experiences outside of the classic approaches to enabling student success at the University of Melbourne are required.
- We currently compartmentalize four sets of services: Global Mobility, Academic Skills, Careers and Student Advice.
- The University faces relatively low full time graduate employment outcomes in comparison to competitor universities: 2015 Australian Graduate Destinations Survey – 60.45% (8<sup>th</sup> nationally) employment rate for bachelors; 83.65% (3<sup>rd</sup> nationally) for higher degree coursework under 68% in some courses.

- Low rating for career development support generally: 2015 SES - 42% found career support useful; 2014 Student Barometer – Making connections for future rated in the bottom five.
- Need to deploy student facing staff more easily and flexibly to support peaks in student demand based on the student journey.

## **2 RATIONALE FOR THE REVIEW**

### **2.1 Background**

For several years, the University of Melbourne has looked to improve the employability and employment outcomes of its graduates. In the 2012 Careers and Employability Action Plan, the University sought to enhance student knowledge, skills and awareness of their employment skills and career possibilities; to improve the embedding of work-relevant skills in academic programs; to expand work opportunities for students; improve data management, analysis and reporting; enhance employer liaison and engagement and intensify the marketing of the distinctive qualities of the Melbourne graduate. While there have been isolated pockets of intense activity, as evidenced by the data cited in the 2016 Jan to Sept summary, these goals remain largely unmet for many students.

Student Success was a team conceived in the 2014 BIP process to bring together the units which engage students in being able to make the most of their time at the University of Melbourne in preparation for their future goals. In 2015, year one into the Melbourne Operating Model, the teams worked to develop a shared service model for delivery of services and programs in five distinct initiatives: employability, global experience, student capability, academic development and indigenous outcomes.

We are now at the year two mark for the Melbourne Operating Model and we recognize and have documented the increased levels of service delivery and program support undertaken. We can also see that over year 2, we have made some progress on the cross unit conception of activity and engagement with students and stakeholders in these initiatives (embedded programming in curriculum or student journey; piloting of milestone events for students). However at this point, our organizational structure is impeding our ability to make the required step change to reach the next level in this approach: changing how and with whom we work.

## **3 ORGANISATIONAL DESIGN PRINCIPLES**

### **3.1 Alignment, effectiveness and efficiency**

The proposed structure and accompanying changes are based on the following design principles, and are underpinned by the review parameters of alignment, effectiveness and efficiency.

#### **3.1.1 University of Melbourne Strategic Plan and Objectives**

- The University of Melbourne Growing Esteem (2015-2020) Strategic Plan

- Increased access for students to experiences that improve the development of employability skills and employment outcomes. (“We will increase opportunities for an international experience through study abroad, work-integrated learning or projects with our own world-leading researchers.” p. 16)
  - 20% of undergraduate class having an international learning experience on graduation; 2015 data set results in 17%. As the population is expected to continue to grow we need to be able to double the participation in order to meet the 2020 rate of 20%.
- University Services Plan
  - Continue with current resource allocation
  - Leverage partnership and multiplier opportunities through strategic development and engagement
- Academic Services Business Plan
  - Continue to deliver the Student Success commitments in the Service Agreement

## **4 CURRENT AND PROPOSED NEW STRUCTURE**

### **4.1 Current Structure**

The current structure focuses resource and activity on four distinct areas: Student Advice, Global Mobility, Careers and Academic Skills. These areas work alongside each other offering isolated sets of programs and advice to students. Communication of opportunity and delivery of service is undertaken as four units with cross-referrals to students and siloed engagement with Academic Divisions and external partners.

#### **4.1.1 Current Organisational Structure diagram**

Refer Annex A

### **4.2 The Proposed Structure**

With consolidation and re-focus of the four units, the scale and diversity of services needed by students and Academic Divisions to reach improved student outcomes becomes achievable. We are moving away from advising students on limited instances and limited scale activity to helping them build their own capacity to assess, experience and build for their futures. By focusing on capacity building, we bring together key drivers and outcomes in two teams: involvement enables community and communication which enable success; partnership in multiple sectors for experiential learning enables global leadership and employability development while assisting students in building sector knowledge to bring back to their subjects and study and provides students and potential employers with meaningful engagement to consider “fit.”

#### 4.2.1 Proposed role changes

A realignment of the organisation structure with the following proposed changes is proposed:

- Consolidation of roles and responsibilities across two clusters of activity:
  - Student Involvement and Academic Success and
  - Global Leadership and Employability.
- The main focus is on development of capacity with teams to:
  - develop partnership for the creation of experiential and place based learning opportunities (industry, community, international, alumni at Melbourne University);
  - develop milestone and cohort programming for timely, collaborative and coordinated clusters of activity that enable students to engage in their own success;
  - develop a shared approach to student advising in building skills and self-knowledge for maximizing time in course and learning experiences outside of course.
- Shift from:
  - unit specific (e.g. careers, student advice, academic skills, mobility) advising to developmental and experiential learning advising that can work across Student Success and other Academic Services units as needed;
  - from unit specific data literacy, system content, program development and stakeholder engagement support where some units have this resource and others do not to support all areas;
  - Single student advising to group advising; workshop delivery to embedded programming;
  - Professional staff as single source of delivery to professional staff as experts who enable others to also deliver;
  - Compartmentalization of professional staff plans to student driven outcomes.
- Stronger focus on the role of students as thought partners and co-creators, leaders and deliverers of entry level advising (both as a scalable resource to their peers; and as an experiential learning opportunity)
- Clarity of responsibilities in Position Descriptions.

#### 4.2.2 Proposed Organisational Structure Diagram

This structure has been developed following a detailed review of requirements in consultation with stakeholders, including Deans and leadership of several Academic Divisions, (FBE, Law, MSE and Dean's breakfast), Associate Deans, Teaching and Learning, Chancellery Executive, University Executive and a small number of external partners in international, industry and community sector. The proposed implementation process is in accordance with the University's policies and the University of Melbourne Enterprise Agreement 2013.

Refer Annex B

## 5 CHANGE IMPLICATIONS

Given the sensitive nature of these changes limited consultation has occurred with staff to date. An active time of consultation with affected staff and the relevant Union is now proposed and will be carried out in accordance with Clause 78 of the 2013 EA.

### 5.1 Change details

The proposed organisational structure for this area anticipates several new roles in an effort to offer a varied service offering within the global leadership and mobility space. In total there are 29 new roles which all staff will have the opportunity to apply for as per the timeline in clause 7.

Proposed new roles for all staff to apply for:

Current Position Title	Number of roles	PSC level
Associate Director Global Leadership & Employability	1	10B
Associate Director Student Involvement & Academic Success	1	10B
Coordinator Partnership & Opportunity Development	2	7
Coordinator Student Engagement & Peer Programs	2	7
Learning Strategist	3	5
Manager Experiential Learning	1	9
Manager Partnership & Opportunity Development	1	9
Manager Student Engagement & Peer Programs	1	9
Manager Student Program Development	1	9
Project Officer	6	6
Senior Adviser Experiential Learning	3	6
Team Leader Experiential Learning	3	7
Advisor Experiential Learning	4	5

Proposed redundant roles in new structure:

Current Position Title	Number of roles	PSC level
Associate Director Melbourne Careers	1	10A
Associate Director Global Mobility	1	10A
Careers Team Leader	4	8
Careers Consultant	13	7
Careers Support Officer	1	6
Academic Skills Adviser	3	7

All roles not specifically identified in the above two tables have not substantially changed and are expected to map into the new structure. Further review of this will occur during consultation.

## 5.2 Process flow

- Should this Change Proposal proceed, 23 positions will be made redundant.
- One-on-one meetings with staff will be available during and after consultation.
- Staff are encouraged to provide submissions on the change proposal during consultation to the following email address [hr-academicservices@unimelb.edu.au](mailto:hr-academicservices@unimelb.edu.au)
- Staff have opportunity to meet with representatives to discuss the proposal.
- One on one meetings with an external career transition coach will be available for staff as requested during consultation.

## 6 PLACEMENT, REDEPLOYMENT AND REDUNDANCY FOR PROFESSIONAL STAFF

**Annex C** provides an excerpt of clause 75 of the University of Melbourne Enterprise Agreement 2013, which sets out the relevant provisions relating to redundancy and redeployment. During the consultation process further information may be sought by staff or the relevant union on redundancy and redeployment and specific advice will be available to each staff member on their entitlements should the proposal be considered suitable to be progressed to implementation.

During placement and redeployment periods the University will consider if any suitable alternative employment exists (ref MPF 1128). If any affected staff wish to discuss potential opportunities they can contact the Associate Director, Employee Lifecycle Services, Heather De Blasio.



## 7 PROPOSED IMPLEMENTATION TIMETABLE

Activity/ Action	When	Duration	What is involved
Change proposal announcement	Wed 26 October 2016		Meeting with affected staff and presentation of change proposal to affected staff. Change proposal to be sent to NTEU by COB.
Offer for staff to meet 1-1 in relation to new structure	Wed 26 <sup>th</sup> October – Wednesday 9 November 2016		
Consultation and consideration of feedback provided to date	Monday 13 November 2016	At least 2 weeks after announcement of change proposal	Staff and their representatives have the opportunity to meet and discuss feedback on the change proposal with management.
Consultation period concludes	Wednesday 23 November 2016	4 weeks from announcement of change proposal	Staff and their representatives have the opportunity to provide feedback on the change proposal up to this date.
Final Change Plan issued	Friday 25 November 2016		After full consideration of feedback a final change plan is released. Direct manager and HR representative to advise outcomes to individuals.
Formal Notification of Redundancies	Monday 28 November 2016	On receipt of a redundancy notification, the staff member has 14 days to decide if they wish to seek redeployment or apply for early separation	Should the change proposal proceed, a formal notification of redundancy will be issued to each affected staff member and, if required, the NTEU.
Advertise roles internally & externally	Commencing Monday 28 November 2016		
New structure in place	Monday 12 <sup>th</sup> December 2016		New structure to take effect , acknowledging there will still roles in the process of being filled.

## 8 SUPPORT SERVICES

Should the proposal be approved, a number of support services are available to staff at times during the process. These include:

- Discussions and support from line manager
- Discussions and advice with local HR personnel (Nicole Coultres, Senior HR Business Partner, University Services – [Nicole.Coultres@unimelb.edu.au](mailto:Nicole.Coultres@unimelb.edu.au))
- The Employee Assistance Program can be accessed via - <https://staff.unimelb.edu.au/health-safety-wellbeing/health-wellbeing/employee-assistance-program>

- Career Transition Service - During consultation all impacted staff will have the opportunity to access a career transition coach. Services will be 1-1 and by appointment only and can be organized by emailing: [hr-academicsservices@unimelb.edu.au](mailto:hr-academicsservices@unimelb.edu.au)

## **9 ATTACHMENTS AND ANNEXES**

The following documents support this Change Proposal submission:

- Annex A: *Current Organisational Chart*;
- Annex B: *Proposed Organisational Chart*;
- Annex C: *Extract from the University of Melbourne Enterprise Agreement 2013 – Redeployment and Redundancy: Professional Staff*;
- Annex D: *Extract from the University of Melbourne Enterprise Agreement 2013 – Managing Change*;
- Annex E: *Position Descriptions*

### **ANNEX A: CURRENT ORGANISATIONAL CHART**

### **ANNEX B: PROPOSED ORGANISATIONAL CHART**

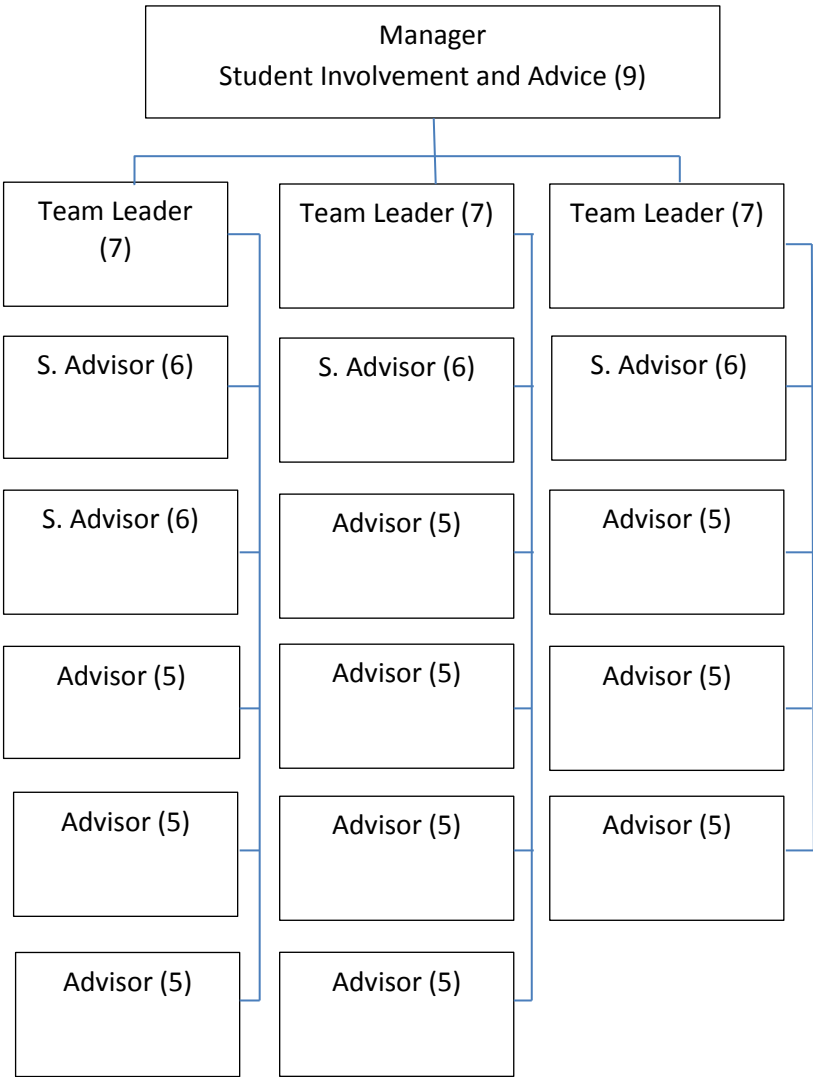
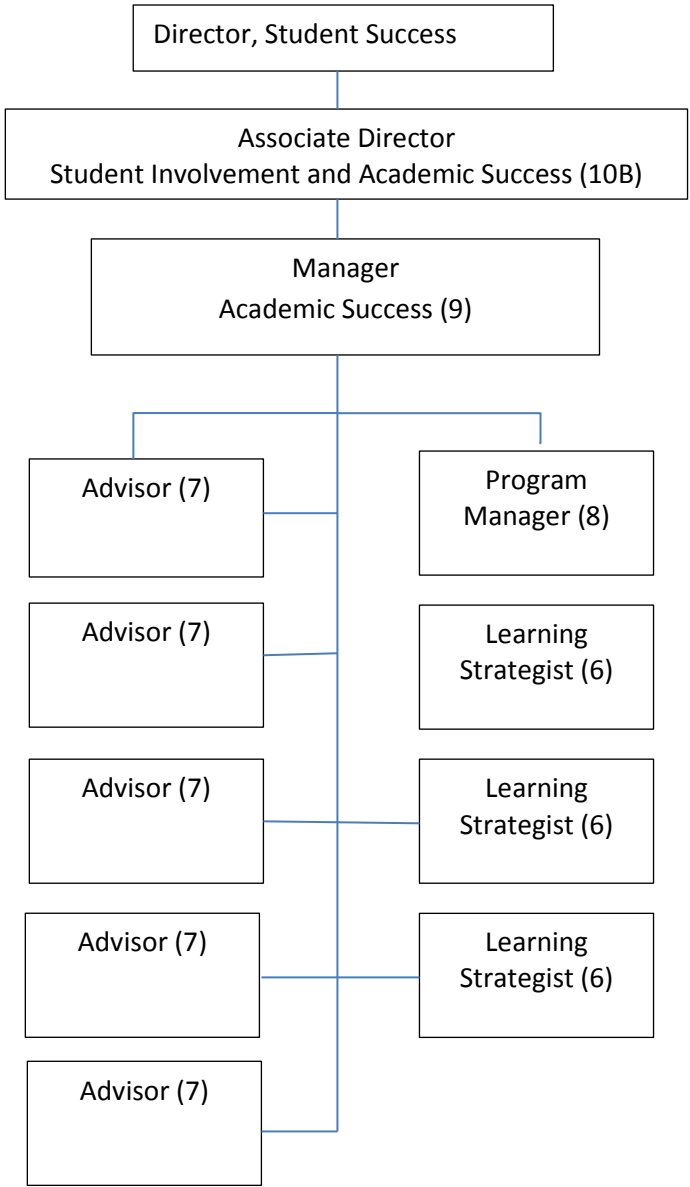
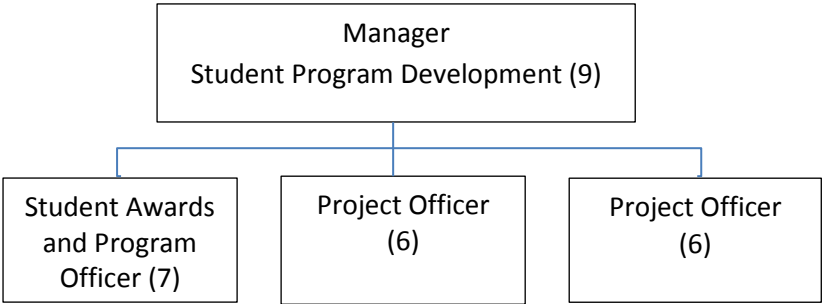
### **ANNEX C: EXTRACT FROM UOM ENTERPRISE BARGAINING AGREEMENT 2013**

See Attached- Clause 75. Redeployment and Redundancy: Professional Staff

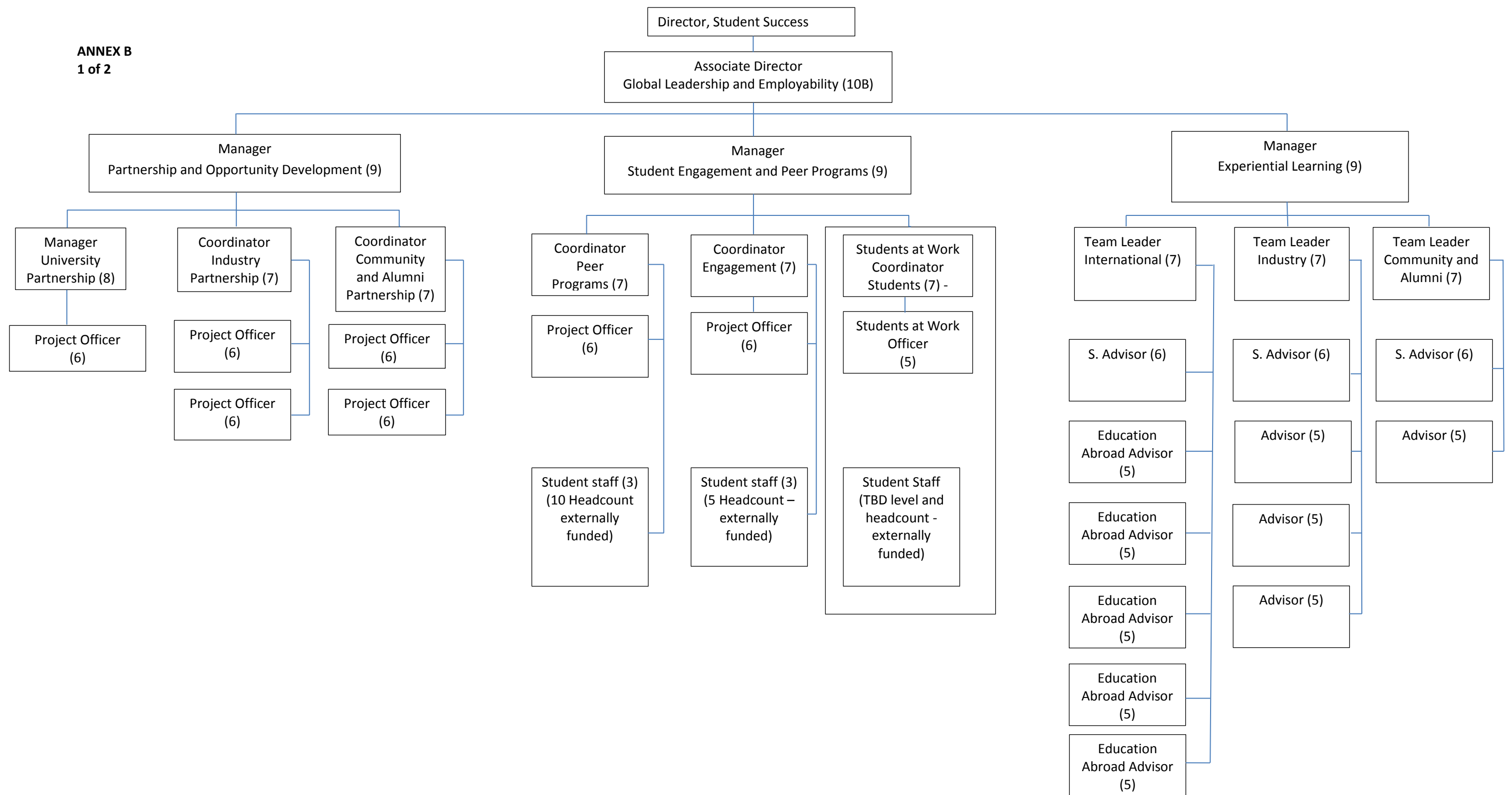
### **ANNEX D: EXTRACT FROM UOM ENTERPRISE BARGAINING AGREEMENT 2013**

See Attached- Clause 78. Managing Change

### **ANNEX E: POSITION DESCRIPTIONS**



Student staff  
(deployed through Student Engagement and Peer Programs in GLE )



# **Annex C**

## **75. REDEPLOYMENT AND REDUNDANCY: PROFESSIONAL STAFF**

### **Application**

**75.1** This clause applies to professional staff, other than casual and fixed term professional staff.

**75.2** This clause does not apply to a professional staff member who is placed in suitable alternative employment under the University's placement policy.

### **Grounds for redundancy**

**75.3** The University may decide to terminate the employment of one or more professional staff members as a consequence of circumstances such as:

- (a) changes in work methods;
- (b) re-organisation;
- (c) financial exigency;
- (d) introduction of new technology;
- (e) where the duties of the position are changed such that the staff member is not competent to perform those duties provided that a staff member will not unreasonably refuse appropriate retraining offered by the University in relation to the changed duties; or
- (f) where the staff member, with reasonable cause, refuses to accept geographic relocation.

### **Notice of Redundancy**

**75.4** Where the University has determined that a staff member's position is redundant, the University will formally notify the staff member(s) concerned and, if the staff member wishes, the staff member's Representative, which may be a Union representative, in writing that:

- (a) their position is redundant and the ground(s) on which their position is redundant;
- (b) that their employment may be terminated; and
- (c) that they may apply for Early Separation or seek redeployment.

**75.5** A notice period of eight weeks (the Notice Period) will commence immediately upon written notification under sub-clause 75.4 being provided to the staff member.

### **Transition Period**

**75.6** Once a staff member has received the eight weeks' notice in accordance with clause 75.5, the staff member has 14 days to determine whether to seek redeployment over the balance of the notice period or to apply for early separation within the notice period

### **Early separation**

**75.7** Where a staff member requests early separation within the notice period, the University will pay the staff member in lieu of the remaining balance of the notice period and the staff member's employment will end on a date agreed between the University and the staff member.

Notwithstanding the above, the University reserves its right to require staff members to work out part or all of the notice period, where operational needs require it.

Where a staff member elects to forgo redeployment but requests to be able to work out the 8 week notice period, the request will be granted, provided that meaningful work is available.

Where a staff member is entitled to receive the maximum 52 weeks in redundancy pay (as per 75.13), and they are required by the University to work all or part of the 8 week notice period they will be entitled to receive up to an extra 4 weeks in redundancy pay,

<b>Notice Period Required by the University to be Worked</b>	<b>Additional Severance Pay</b>
4 or more weeks	4 weeks
Not less than 3 weeks but less than 4 weeks	3 weeks
Not less than 2 weeks but less than 3 weeks	2 weeks
Not less than 1 week but less than 2 weeks	1 week

**75.8** In addition to any payment due under 75.7 in lieu of the balance of the notice period the staff member will receive a Redundancy payment in accordance with sub-clause 75.13.

### **Failure to Nominate**

**75.9** Where a staff member has not nominated to apply for Early Separation or to seek redeployment within the University by the end of the transition period as required by sub-clause 75.6, he or she will be deemed to have nominated to seek redeployment.

### **Redeployment**

**75.10** Where a staff member has nominated to seek redeployment under sub-clause 75.6 or is deemed to have nominated to seek redeployment under sub-clause 75.9, the University will provide the staff member and the staff member's Representative, which may be a Union representative, if they so choose with all relevant details, and taking into account the relevant skills, experience and work preferences of the staff member will:

(a) monitor all vacancies within the University; and

(b) offer the staff member redeployment to suitable alternative employment where such a position exists.

**75.11** At the staff member's request the University will consult with a Representative, which may be a Union representative, of the staff member on the steps in clause 75.10.

### **Failure to Redeploy**

**75.12** Where a staff member seeks redeployment and subsequently fails to be redeployed to suitable alternative employment the staff member's employment will terminate at the end of the Notice Period. The staff member will then receive a Redundancy Payment in accordance with clause 75.13.

### **Redundancy Payment and Related Conditions**

**75.13** A staff member entitled to a Redundancy Payment under sub-clause 75.7 or 75.12 will receive the following:

(a) 3 weeks' salary for each completed year of continuous service, plus a pro rata payment for completed months of service, since the last completed year of continuous service, to a maximum of 52 weeks;

(b) If the staff member is 45 years or over on the day that notice of redundancy is given they will receive an additional 2 weeks' salary, provided that the maximum amount of 52 weeks' salary is not exceeded.

All payments under this sub-clause will be calculated on the staff member's salary (including fortnightly paid Agreement based allowances and loadings, but excluding superannuation) at the date of cessation of employment.

**75.14** The following conditions apply to a Redundancy Payment under clause 75.13:

(a) The maximum Redundancy Payment is 52 weeks;

(b) The minimum Redundancy payment for staff will be 14 weeks' salary;

(c) No Redundancy Payment will be made to a staff member:

(i) who is offered ongoing employment in the University in suitable alternative employment whether such offer is accepted or not;

(ii) who accepts another position within the University at a lower classification level.

**75.15** No Professional staff member will be disadvantaged in respect of redundancy pay entitlements, in a comparison of redundancy entitlements under the UoM Collective Agreement 2010 and entitlements under the new Agreement. This protection will apply, for the period up to and including 31 December 2015 where the Professional staff member has received formal written notice that their current position is redundant and the Professional staff member was employed immediately prior to the commencement of the new Agreement.

#### **Payment of accrued entitlements**

**75.16** When employment is terminated pursuant to this clause the staff member will receive payment in lieu of accrued long service leave provided that continuous service is one (1) year or more.

# ANNEX D

## 78. MANAGING CHANGE

**78.1** When the University is considering introduction of major change which is likely to have significant effects on staff it will consult with affected staff as soon as practicable.

**78.2** At the commencement of consultation the University must provide a written change proposal to the affected staff and the relevant union(s). This proposal will include:

- (a) the nature of the changes proposed
- (b) the expected effects of the changes on employees
- (c) any other matters likely to affect employees
- (d) in the case of contracting out, a report which contains costings and statements of a required standard of service.

**78.3** The University is not required to disclose confidential information which would be contrary to the University's interests.

**78.4** The University will consult with affected staff members and their Representative (which may be a union representative) and the relevant union about change proposals, notwithstanding that the relevant union may not have members, at that time, directly affected by the change.

**78.5** Following the consultation in accordance with clause 78.4 above any matters raised in relation to the proposed change must be provided to the University within 10 days. This time frame may be extended by agreement.

**78.6** Following the consultation and consideration of any feedback from staff members and/or their Representatives, the University will issue a final change plan which reflects the matters raised during consultation.

**78.7** The University acknowledges that the consultative processes outlined in clauses 78.1 to 78.5 requires a period of 4 weeks to complete, unless otherwise agreed between the University, directly affected staff and the relevant unions.

**78.8** Nothing in this clause constitutes a power of veto over the University's decision making processes.

**78.9** For the purposes of this clause:

- (a) "significant effects" includes termination of employment, major change in the composition, operation or size of the University's workforce or in the skills required, the elimination or diminution of job opportunities or job tenure, the alteration of hours of work, or the need for retraining or transfer of staff members to other work or locations and the restructuring of jobs. Provided that where this Agreement makes provision for alteration of any of these matters an alteration is deemed not to have significant effect
- (b) "consultation" includes a bona fide opportunity to influence the decision maker and requires the decision maker to give genuine consideration to, and take into account, the views of staff and Representatives and any alternatives proposed during the consultation period. It does not give staff or Representatives a right to joint decision making.